

**PERFORMANCE-BASED CONTRACT
WITH THE CHIEF EXECUTIVE OFFICER AND
GENERAL SUPERINTENDENT OF THE CHICAGO PUBLIC SCHOOLS
(July 1, 2011 through June 30, 2014)**

THIS CONTRACT is made by and between the Board of Education (the "Board") of the Chicago Public Schools, School District Number 299, Cook County, Illinois ("CPS" or the "School District") and Jean-Claude Brizard (the "Chief Executive Officer").

In consideration of the mutual promises herein contained, the Board and the Chief Executive Officer agree as follows:

1. **EMPLOYMENT**. In accordance with the provisions of Section 34-6 of the School Code of Illinois (105 ILCS 5/34-6), the Chief Executive Officer is hereby employed as the Chief Executive Officer and General Superintendent of CPS under this multi-year performance-based Contract ("the Contract" or "this Contract") for the three (3) year period beginning July 1, 2011 and extending through June 30, 2014. The contract year ("Contract Year(s)") under this Contract is July 1 through the immediately following June 30.

2. **PERFORMANCE GOALS**. The primary measures of the performance and effectiveness of the Chief Executive Officer each Contract Year shall be the evaluation criteria set forth in paragraph 17 and whether the Chief Executive Officer has accomplished the goals provided for below for the current Contract Year and made substantial progress toward completion of the goals which are to be accomplished in later Contract Years.

a. **Initial Goals**. The initial goals of this Contract are set forth in the attached Exhibit 1.

b. **Modification of Initial Goals**. By October 1, 2011, the Chief Executive Officer shall review the goals set forth in Exhibit 1 and recommend to the Board such

modifications as the Chief Executive Officer determines appropriate given the Chief Executive Officer's greater understanding, by such time, of the needs of CPS and the vision of the Board and the Chief Executive Officer for improvement of the schools. In consultation with the Chief Executive Officer, the Board shall review the Chief Executive Officer's recommendations and approve such modifications, if any, as the Board determines best meet the needs of CPS.

c. **Annual Review and Modification of Goals.** By June 30 of each Contract Year in consultation with the Chief Executive Officer and as part of the annual evaluation process, the Board will review and revise, where appropriate, the goals to be accomplished for the next Contract Year and during the remaining Contract Years.

d. **Modified Goals.** Any goals modified under b. or c. above shall be incorporated into a document to be entitled "Chief Executive Officer's Performance Goals," which shall be signed and dated by the Board President and the Chief Executive Officer and considered a part of this Contract.

3. **DUTIES.** The Chief Executive Officer shall serve as the chief executive officer and general superintendent of CPS and shall devote his best professional efforts and full time in carrying out the duties and responsibilities of such position. The duties and responsibilities include those prescribed by the laws and regulations of the State of Illinois and by the policies, rules, regulations and directions (collectively the "Board Policies") adopted by the Board, all of the foregoing as may be amended or modified from time-to-time, and as are reasonably incidental to the position of chief executive officer and general superintendent. Subject to, and to the extent consistent with, Board Policies, these duties and responsibilities include, but are not limited to: the transfer and assignment of professional personnel and other employees under his

supervision as in his judgment the needs of the School District require; the organization and arrangement of his administrative and supervisory staff, including instruction and business affairs; the selection and recommendation for action by the Board of certified and non-certified personnel for hire and recommendation of professional staff for promotion; the promulgation or amendment from time-to-time of rules and procedures deemed necessary or desirable for the well ordering of the School District.

The Chief Executive Officer shall attend all open and closed meetings of the Board, unless excused from closed session by the Board because the Board is considering the Chief Executive Officer's performance, conduct, compensation or employment status.

4. **REASSIGNMENT**. The Board shall not reassign the Chief Executive Officer from the position of Chief Executive Officer to another position without the Chief Executive Officer's express written consent.

5. **BOARD/CHIEF EXECUTIVE OFFICER COMMUNICATIONS**. The Board and Chief Executive Officer shall make their best effort to work with each other in a spirit of cooperation and team work and shall provide each other with periodic opportunities to discuss Board/Chief Executive Officer relations and communications. The first such opportunity shall occur on or before July 31, 2011. By that date, the President of the Board and the Chief Executive Officer shall meet to discuss the roles of the Board, the Board President, other individual Board members, and the Chief Executive Officer and to develop a process and procedure by which the Board, the Board President and the Chief Executive Officer will communicate, with an emphasis on productive and constructive communications between the Board and the Chief Executive Officer and referral to the Chief Executive Officer of material

complaints regarding management of the School District or the Chief Executive Officer's performance of his duties.

6. **ANNUAL BASE SALARY.** The Board, as compensation for the duties set forth in this Contract, will pay the Chief Executive Officer an annual base salary of TWO HUNDRED FIFTY THOUSAND DOLLARS (\$250,000) for the first Contract Year, payable in equal installments in the same manner as the salaries of other central office twelve-month administrators are paid; provided, however, in the event the Board requires Central Office professional employees to take unpaid holiday or furlough days, the Chief Executive Officer shall be subject to the same requirement.

The Board reserves the right to increase from time-to-time the annual base salary payable hereunder, based upon performance evaluation, without entering into a new contract or extending the term of this Contract; however, in no event shall the Chief Executive Officer's annual base salary be less in a Contract Year than the annual base salary provided for in the previous Contract Year, unless otherwise agreed by the Board and the Chief Executive Officer. Any increase in the Chief Executive Officer's annual base salary made during the term of this Contract shall be in the form of an amendment or other Board action and shall become part of this Contract, but any failure to attach the increased annual base salary shall not affect the validity or amount of any such increase.

7. **PERFORMANCE BONUS.** In connection with the Chief Executive Officer's annual evaluation for the second and third Contract Years, the Board shall consider awarding the Chief Executive Officer a performance bonus of up to fifteen percent (15%) of his base annual salary, payable as early as reasonably possible in the next Contract Year, but in any event no later than November 1 of the next Contract Year. The bonus may be awarded, in whole or in

part, at the sole and absolute discretion of the Board, if, and to the extent, it determines that the Chief Executive Officer has substantially met or exceeded the performance goals established by the Board for the Contract Year, made significant progress toward achievement of longer term performance goals and met the criteria to be established by the Board in consultation with the Chief Executive Officer as part of the annual evaluation process provided for in paragraph 17 of this Contract.

8. **BENEFITS**. The Board shall provide the Chief Executive Officer with such health, dental, life, disability, deferred compensation, professional activity, vacation, leave and other benefits as the Board provides for its employees generally, as may be modified from time-to-time by the Board.

9. **PROFESSIONAL GROWTH**. The Board encourages the continued professional growth of the Chief Executive Officer through the Chief Executive Officer's active attendance at, and participation in, appropriate professional meetings at the local, regional, state, and national levels. The Board also encourages the participation of the Chief Executive Officer in pertinent education seminars and courses offered by public or private institutions or by educational associations, as well as the participation in informational meetings with those individuals whose particular skills, expertise, or backgrounds would serve to improve the capacity of the Chief Executive Officer to perform the Chief Executive Officer's professional responsibilities for the School District. In its encouragement of the Chief Executive Officer to grow professionally, the Board shall permit a reasonable amount of release time for the Chief Executive Officer, to attend such seminars, courses or meetings. The Board shall pay the reasonable costs associated with attending meetings, including transportation, travel, meals, lodging, and other related expenses.

10. **MEMBERSHIPS IN PROFESSIONAL ORGANIZATIONS.** The Board shall pay the Chief Executive Officer's dues in three (3) professional organizations.

11. **CIVIC ACTIVITIES.** The Chief Executive Officer is encouraged to participate in community and civic affairs. The Board shall pay or reimburse the Chief Executive Officer for the reasonable membership dues associated with three (3) such organizations.

12. **EXPENSES.** The Board shall pay or reimburse the Chief Executive Officer for reasonable expenses incurred by the Chief Executive Officer in the continuing performance of the Chief Executive Officer's duties under this Contract. The Board shall reimburse the Chief Executive Officer for mileage and the actual and incidental costs incurred by the Chief Executive Officer for travel to and from destinations outside of the School District. Such actual and incidental costs may include, but are not limited to, gasoline, hotels and accommodations, meals, rental car, and other expenses reasonably incurred in the performance of the business of the School District. The Chief Executive Officer shall comply with all Board Policies regarding payment or reimbursement of such expenses.

13. **TRANSPORTATION.** The Board shall provide the Chief Executive Officer with a driver for travel in a District automobile to and from destinations within the Chicago Metropolitan Area in connection with the performance of the Chief Executive Officer's duties.

14. **PENSION CONTRIBUTION.** In addition to the salary and bonus, if any, provided for in paragraphs 6 and 7 of this Contract, the Board shall pick up and pay on the Chief Executive Officer's behalf to the applicable pension fund (the "Fund") as permitted by the Illinois Pension Code, as amended from time-to-time, the Chief Executive Officer's contributions to the Fund on the same basis as it picks up and pays for all other employees participating in the Fund.

It is the intention of the Board and the Chief Executive Officer to qualify all such payments picked up and paid by the Board on the Chief Executive Officer's behalf as employer payments pursuant to Section 414(h) of the Internal Revenue Code of 1986, as amended. The Chief Executive Officer shall not have the option of choosing to receive directly the amounts contributed to the Fund by the Board on the Chief Executive Officer's behalf, nor any right or claim to the contributions to the Fund, except as such may subsequently become available pursuant to the provisions of the Pension Code and the rules and regulations of the Fund. The Fund is a separate legal entity and is not subject to the control of the Board.

15. **DEFERRED COMPENSATION.** The Chief Executive Officer may elect that a portion of his annual base salary set forth in paragraph 6 of this Contract be paid into the Board's qualified tax shelter plan or plans. The amount elected by the Chief Executive Officer to be paid into the plan or plans shall be deducted from the Chief Executive Officer's annual base salary.

16. **TECHNOLOGY SUPPORT.** The Board shall provide the Chief Executive Officer a PDA and shall pay for monthly usage of the PDA, a laptop computer, printer/fax machine and other technology reasonably necessary for the performance of the Chief Executive Officer's duties.

17. **EVALUATION.** By September 1 of each Contract Year, the Chief Executive Officer shall submit to the Board a recommended evaluation form, format and process for his evaluation. By October 1 of each Contract Year, the Board and the Chief Executive Officer shall meet to discuss the recommended form, format and process which recommendation shall be given full consideration by the Board as it approves the evaluation form, format and process each Contract Year. The evaluation shall be reasonably related to the duties of the Chief Executive Officer as provided for in paragraph 3 of this Contract and shall include a review of the Chief

Executive Officer's self-appraisal of his accomplishments, attainment of the goals provided for in paragraph 2 of this Contract and the working relationship of the Chief Executive Officer with the Board, employees, students, other governmental entities and the community.

By June 30 of each Contract Year, the Board shall evaluate and assess in writing the performance of the Chief Executive Officer, provided, however, in the last Contract Year, the review shall be completed by January 31.

Using the evaluation form approved by the Board, the Chief Executive Officer, by no later than May 1 of each Contract Year, shall provide the Board with his written self-appraisal of accomplishments and attainment of the goals provided for in paragraph 2 of this Contract. After the Board receives the Chief Executive Officer's self-appraisal, the Board and the Chief Executive Officer shall meet in closed session to discuss the written evaluation, the self-appraisal and related matters, including possible extension of the term of this Contract. Based on these discussions, the Board President shall complete the evaluation form on behalf of the Board. By June 30 of each Contract Year, the Board shall provide the Chief Executive Officer with a copy of the completed form. The Chief Executive Officer shall have the right to respond to the Board's written evaluation either orally or in writing.

Unless otherwise required by law or agreed between the Board and the Chief Executive Officer, the evaluation of the Chief Executive Officer shall at all times be conducted in closed session and shall be considered confidential to the extent permitted by law. Nothing herein shall prohibit the Board or the Chief Executive Officer from sharing the content of the Chief Executive Officer's evaluation with their respective legal counsel or others privileged to receive such information.

The Board's failure to comply with the evaluation requirements of this Contract, including the requirements set forth above, shall not impair or limit the Board's rights under this Contract to terminate this Contract or non-renew the Chief Executive Officer's employment.

18. **OUTSIDE ACTIVITIES.** The Chief Executive Officer shall devote his full professional and employment time to CPS business. The Chief Executive Officer shall not engage in secondary employment as that term is defined in the Board's Code of Ethics, as may be amended from time-to-time, unless permitted by and in accordance with the Code of Ethics or unless otherwise approved by the Board President. On an occasional, short-term basis approved by the Board's President, the Chief Executive Officer shall be permitted to undertake, with or without honorarium, limited writing, teaching and speaking engagements.

19. **MEDICAL EXAMINATION.** The Chief Executive Officer shall meet the Board's requirement applicable to all employees for pre-employment drug and TB testing and submit to an initial comprehensive medical examination. The initial comprehensive medical examination shall be performed by doctor(s) selected by the Chief Executive Officer. Such medical examination shall include tests deemed necessary by the doctor, required by the Board and/or mandated by law. The cost of such medical examination shall be borne by the Board up to a maximum amount of SEVEN HUNDRED DOLLARS (\$700) or such greater amount as is necessary to meet the cost of the examination required by the Board. A report as to the Chief Executive Officer's fitness, with reasonable accommodation to the extent required by law, to fully perform under this Contract, in a form satisfactory to the Board, shall be provided to the Board President, filed separately from the Chief Executive Officer's personnel file, and treated as confidential information by the Board. The initial medical report shall be received by the Board President by no later than September 1, 2011, demonstrating such fitness.

By May 31 of each Contract Year, a comprehensive medical examination shall be performed and a report submitted on the same basis as the initial comprehensive medical examination and report. The Chief Executive Officer shall further submit to, and furnish the Board with reports of, such medical examinations as the Board may from time-to-time require at its expense.

20. **RELOCATION AND TRANSITIONAL EXPENSE REIMBURSEMENT.**

The Board shall provide the Chief Executive Officer with a stipend in the amount of THIRTY THOUSAND DOLLARS (\$30,000) for the expenses of transitioning to employment in the School District and relocating the Chief Executive Officer's household to establish residency in the School District. This amount shall be paid to the Chief Executive Officer by no later than August 15, 2011, subject to all applicable provisions of, and requirements under, the United States Internal Revenue Code. The entire amount paid by the Board under this paragraph shall be repaid by the Chief Executive Officer to the Board if the Chief Executive Officer terminates employment before June 30, 2012, and one-half of such amount shall be repaid by the Chief Executive Officer to the Board if the Chief Executive Officer terminates employment before June 30, 2013.

21. **TENURE.** By accepting this Contract, the Chief Executive Officer waives any rights to acquire tenure of any sort in the School District.

22. **RESIDENCY IN THE SCHOOL DISTRICT.** The Chief Executive Officer shall establish residency in the School District by no later than July 1, 2011, and, thereafter, maintain residency in the School District for the duration of this Contract.

23. **DISABILITY.** Subject to the Chief Executive Officer's rights, if any, under the federal Family and Medical Leave Act, should the Chief Executive Officer become physically or

mentally disabled from performing any substantial duty permanently, with or without reasonable accommodations, or for a period of sixty (60) calendar days in any 180 calendar-day period, the Board may, at its option, terminate the Chief Executive Officer's employment upon thirty (30) days' written notice to the Chief Executive Officer and the opportunity for a hearing before the Board or its designated hearing officer regarding whether the Chief Executive Officer can continue to perform his duties with or without reasonable accommodations. Upon termination for this reason, the Board shall pay the Chief Executive Officer for any compensation, benefits and business expense reimbursements due and owing up to the date of termination and for accumulated but unused sick leave. Additionally, if permitted by the School District's health and life insurance program, the Board shall continue such insurance at its expense for a period of sixty (60) days after termination. This sixty-day period shall be included in the calculation of the time period available for continuation coverage (commonly referred to as COBRA coverage) under the Internal Revenue Code of 1986.

24. **INDEMNIFICATION**. To the fullest extent allowed by law, the Board shall indemnify and hold harmless the Chief Executive Officer and shall defend him from and against any loss, expense (including attorneys' fees), damage, injury suffered or liability sustained by the Chief Executive Officer or any legal action brought or liability sought against him by reason of any acts, omissions or alleged acts or omissions in his capacity as Chief Executive Officer, including but not limited to any judgment, award, settlement, reasonable attorneys' fees and other costs and expenses incurred in connection with the defense of any actual or threatened action, proceeding or claim.

25. **TERMINATION FOR CAUSE DURING THE TERM OF THE CONTRACT**. In the event the Board intends to terminate this Contract before its expiration for

cause, the Board or its designee shall give the Chief Executive Officer written notice of such intention, together with a statement of the reasons for termination. For purposes of this paragraph, cause includes, but is not limited to, any material breach of this Contract or any of the following: incompetence, negligence, cruelty, immorality, criminal activity or any act of misconduct that causes psychological or physical harm or injury to a student or employee. Within ten (10) days after receipt of such notice, the Chief Executive Officer may request in writing a hearing before the Board, which shall be in closed session and shall be scheduled within a reasonable time after the request for hearing is received by the Board. The Board may conduct the hearing through its designated hearing officer.

At the hearing, the Chief Executive Officer shall have the right to be present and to be heard, to be represented by counsel and to present through witnesses any sworn testimony relevant to the issue and to cross examine any witnesses against him. A transcript of the record of the hearing shall be made available to the Chief Executive Officer without charge to the Chief Executive Officer. If the Chief Executive Officer chooses to be accompanied by legal counsel at the hearing, he will assume the cost of his legal representation.

If no hearing is timely requested, the termination shall become effective on the date specified in the Board's notice. Pending any hearing requested by the Chief Executive Officer, the Board may suspend the Chief Executive Officer with or without pay. At the conclusion of the hearing, the Board shall determine whether or not to terminate this Contract and the Chief Executive Officer's employment. If the Chief Executive Officer is terminated for cause during the term of this Contract, the Chief Executive Officer shall be entitled to any compensation, benefits and business expense reimbursement due and owing up to the date of termination.

26. **NON-RENEWAL AT THE END OF THE TERM OF THE CONTRACT.** In the event the Board decides not to renew this Contract at the end of its term, the Board shall endeavor to give notice of such intention to the Chief Executive Officer within five (5) days after the Board's regular meeting in January of the last Contract Year, but in any event notice of such intention shall be given to the Chief Executive Officer by no later than March 1 of the last Contract Year. The Chief Executive Officer shall notify the Board in writing by no later than December 15 of the last Contract Year of the Board's obligations under this paragraph. If the Chief Executive Officer timely gives notice of the Board's obligations and the Board then fails to give the Chief Executive Officer timely notice in accordance with this paragraph, the Chief Executive Officer's employment, in a professional assignment to be determined by the Board, shall be automatically extended for one additional year at the same base annual salary and benefits as provided for in this Contract.

The Chief Executive Officer shall notify the Board by no later than December 15 of the last Contract Year of his intention not to renew his employment as Chief Executive Officer.

27. **UNILATERAL TERMINATION BY THE BOARD.** The Board may, at its option, and by a minimum of sixty (60) days' notice to the Chief Executive Officer, unilaterally terminate this Contract during its term without cause. In the event of such termination, the Board shall pay to the Chief Executive Officer, as severance pay, the lesser of one year of his base annual salary or the base annual salary for the period of time from the actual date of termination to the termination date set forth in this Contract. Additionally, the Board shall pay for the cost of the Chief Executive Officer and his family's participation in the Board's health insurance program through the exercise by the Chief Executive Officer of his COBRA rights for one year following termination. The base annual salary for the Contract Year in which notice of unilateral

termination is given by the Board shall be used to determine severance pay. The severance payment shall be made in equal installments on regular payroll dates over the period beginning with the actual date of termination through the date of termination set forth in this Contract or, if shorter, a one-year period beginning with the actual date of termination.

28. **TERMINATION BY MUTUAL AGREEMENT.** This Contract may be terminated by the mutual agreement of the Chief Executive Officer and the Board in writing, upon such terms and conditions as may be mutually agreed upon.

29. **BACKGROUND INVESTIGATION.** This Contract is contingent on completion of the background investigation required of all public school employees by Section 34-18.5 of the School Code of Illinois and of any other background investigation required or permitted by law, such as checks of the Statewide Sex Offender Data Base, the Statewide Child Murderer and Violent Offender Against Youth Data Base, and DCFS records on pending investigations and indicated findings. If the investigation discloses information which would prohibit employment, be contrary to CPS employment requirements with respect to convictions or call into question the Chief Executive Officer's fitness to serve the School District as the role model required by Section 27-12 of the School Code, the Board may, in its sole discretion, terminate this Contract on ten (10) days' written notice to the Chief Executive Officer. The Board may require a repetition of the background investigation from time-to-time during the term of this Contract.

30. **NOTICE.** Any notice or communication permitted or required under this Contract shall be made in writing and shall become effective on the day of service thereof by personal service or by first class mail, registered or certified, return receipt requested, postage prepaid, sent to the parties at their respective addresses listed below, or at such other addresses as

the parties may from time-to-time advise in writing. Service by mail, as provided above, shall be deemed made upon deposit in the mail.

If to the Board:

President, Board of Education
Chicago Public Schools
125 S. Clark Street, 6th Floor
Chicago, IL 60603

With a copy to:

President, Board of Education
Chicago Public Schools
[at his or her last known home address]

and

General Counsel
Chicago Public Schools
125 S. Clark Street, 7th Floor
Chicago, IL 60603

If to the Chief Executive Officer:

Mr. Jean-Claude Brizard
Chief Executive Officer
Chicago Public Schools
125 S. Clark Street, 6th Floor
Chicago, IL 60603

With a copy to:

Mr. Jean-Claude Brizard
[at his last known home address]

31. **MISCELLANEOUS.**

A. This Contract has been executed in Illinois, and shall be governed in accordance with the laws of the State of Illinois in every respect.

B. Paragraph headings and numbers have been inserted for convenience of reference only, and if there shall be any conflict between any such headings or numbers and the text of this Contract, the text shall control.

C. This Contract may be executed in one or more counterparts, each of which shall be considered an original, and all of which taken together shall be considered one and the same instrument.

D. If any provision of this Contract is subsequently declared by the proper legislative or judicial authority to be unlawful or unenforceable, all other provisions of the Contract shall remain in full force and effect.

E. This Contract contains all the terms and benefits agreed upon by the parties with respect to the subject matter of this Contract and supersedes all prior agreements, arrangements and communications between the parties concerning such subject matter whether oral or written. No modification or amendment of this Contract shall be valid or binding on the parties unless it is in writing and executed by the Board and Chief Executive Officer.

F. This Contract shall become effective and be deemed dated as of the date the last of the parties signs this Contract as set forth below.

BOARD OF EDUCATION
CHICAGO PUBLIC SCHOOLS
SCHOOL DISTRICT NUMBER 299,
Cook County, Illinois

CHIEF EXECUTIVE OFFICER

By: _____
President

Jean-Claude Brizard

Attest: _____
Secretary

Dated: _____

Dated: _____

EXHIBIT 1
TO THE JULY 1, 2011 THROUGH JUNE 30, 2014
PERFORMANCE-BASED CONTRACT
WITH THE CHIEF EXECUTIVE OFFICER AND
GENERAL SUPERINTENDENT OF THE CHICAGO PUBLIC SCHOOLS

PERFORMANCE GOALS

I. Goals for Dramatically Improving Student Success

- ❖ Ensure alignment of District-wide curriculum with the Common Core Standards
- ❖ Provide for rigorous and continuous professional development for teachers and principals tied to the Common Core Standards and specific student achievement goals.

Over the term of the contract:

- A. Increase the percentage of students meeting or exceeding state standards in:
 - 1. 3rd Grade Reading as measured by ISAT from 57.8% (SY2010) to 70% (SY2014)
 - 2. 8th Grade Math as measured by ISAT from 76.4% (SY2010) to 85% (SY2014)
- B. Increase the Freshman-on-Track (FOT) rate from 69.1% (SY2010) to 85% (SY2014).
- C. Increase the 5-year cohort graduation rate from 55.8% (SY2010) to 60% by (SY2014).
- D. Increase percentage of students scoring 20 or higher on the ACT Composite score from 27.0% (SY2010) to 35% (SY2014).
- E. Ensure compliance with laws relating to education access for ELL and Special Education students.
- F. Increase the rate of college enrollment for graduates from 54.4% (SY2009) to 65% (SY2014).
- G. Increase college persistence rates by SY 2014 by a percentage to be established under paragraph 2.b. of this Contract.
- H. Increase early childhood and full-time kindergarten enrollment while effectively managing within fiscal constraints.

Annual:

- A. Increase Freshman On-track (FOT) rate progressively each year: 2-5% in Year 1; 3-6% in Year 2; 4-7% in Year 3; and 5-8% in Year 4.
- B. Decrease the 5-year cohort dropout rate progressively each year: 3-5% in Year 1; 4-6% in Year 2; 5-7% in Year 3; and 6-8% in Year 4.
- C. Increase the percentage of students scoring 20 or higher on the ACT Composite score progressively each year: 2-5% in Year 1; 3-6% in Year 2; 4-7% in Year 3; and 5-8% in Year 4.
- D. For Grades 3-8, increase the percentage of students meeting or exceeding state standards by 2-5 percent in Year 1 and 3-5 percent in Years 2-4 as measured by ISAT Reading, Math, and Science.

- For Grades 3-8, decrease the African-American/white, Hispanic/white, ELL/non-ELL, and IEP/non-IEP achievement gaps 2-5 percent in Year 1 and 3-5% cumulatively in each of Years 2-4 as measured by the ISAT Composite score.
- E. For Grade 11, increase the percentage of students meeting or exceeding state standards by 4-8 percent in Year 1 as measured by PSAT Reading, Math, and Science.
 - For Grade 11, decrease the African-American/white, Hispanic/white, ELL/non-ELL, and IEP/non-IEP achievement gaps 3-5 percent in Year 1 and 3-5% cumulatively in each of Years 2-4 as measured by the PSAT Composite score.

II. Goals for Designing a High-Performing Organizational Culture

- A. Provide community with an entry plan for listening, learning, planning and defining future directions for Chicago Public Schools.
- B. Identify and illustrate the vision, mission, and values of the organization.
- C. Communicate a clear, well-defined and accountable organizational structure.
- D. Construct and implement a district-wide performance evaluation system that incorporates student outcomes as a significant factor.
- E. Measure organizational climate baseline and set improvement goals for term of contract.
- F. Design and, as funding becomes available, implement a performance-based reward system for leadership and pilot a model with school-based employees.
- G. Establish communication vehicles and routines that directly facilitate communication with teachers and school-based employees.
- H. Facilitate regular meetings with parents, community, media, and philanthropic stakeholders.
- I. Improve data quality, decision-making based on that data, and reporting to parents, community, and ISBE.

III. Goals for Optimizing Facilities and Quality School Options

- A. Establish a 5-year facility strategy and improvement plan to:
 1. Address over-utilization and under-utilization of facilities
 2. Maximize efficiency and effectiveness
 3. Increase quality educational options
 4. Engage parents, the community, and educational stakeholders in planning and decision-making
- B. Implement substantial facility improvements on an annual basis in order to accomplish the plan.
 1. Work with Mayor, the Capital Development Board, and philanthropic community to obtain funding for facility planning and improvements.
 2. Identify appropriate facilities for expansion of educational options for students.
- C. Increase the options for early childhood education and full-time kindergarten.
- D. Increase the quality enrollment options for all high-school students.
- E. Conduct regular meetings with parents, community groups, ISBE and other state agencies, charter-management and educational management networks.